Sequencing of multi-faceted job satisfaction across business-to-business and business-to-consumer salespeople: A multi-group analysis

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A B S T R A C T

Advancements in the multi-faceted business-to-business job satisfaction literature suggest the facets are sequenced. This research examines the robustness of this sequencing within business-to-business salespeople in addition to assessing the generalizability of the sequencing to business-to-consumer salespeople. The results provide a large degree of support for the robustness of the sequencing as well as its generalizability. The results also suggest that the relationship between satisfaction with customer and satisfaction with work is more positive in business-to-business salespeople, and that the relationship between satisfaction with pay and satisfaction with work is more positive in business-to-consumer salespeople.

Published by Elsevier Inc.

1. Introduction

Salespeople are the dominant drivers of revenue for many firms. However, turnover continues to be high amongst business-to-business (B2B) salespeople (Boles, Dudley, Onyemah, Rouzies, & Weeks, 2012) and even higher amongst business-to-consumer (B2C) salespeople (Hurst & Good, 2009). This is problematic because turnover disrupts the ability of firms to generate revenue (DeConinck & Johnson, 2009) and can lead to the long-term loss of customers (Palmatier, Scheer, & Steenkamp, 2007). In addition, the cost of hiring and training a new salesperson is approximately 200% of their salary (Griffeth & Hom, 2001). Furthermore, as many senior salespeople are or will be retiring soon, much of the institutional and tacit knowledge may be lost when these salespeople leave the firm. Given these issues, it may be more important than ever to retain star salespeople who can mentor and provide knowledge to new salespeople. Therefore, understanding how facets of satisfaction are interrelated is increasingly valuable given the impact that job satisfaction facets have on turnover intentions (Rutherford, Boles, Hamwi, Madupall, & Rutherford, 2009) and willingness-to-mentor (Hartmann, Rutherford, Feinberg, & Anderson, 2014).

While salesperson satisfaction's impact is far reaching, the majority of extant literature assesses satisfaction as a global measure (Churchill, Ford, & Walker, 1974). Further, most studies which examine multi-faceted satisfaction fail to take into account whether or not satisfaction facets are sequenced (Friend, Johnson, Rutherford, & Hamwi, 2013). If the satisfaction facets are sequenced, not accounting for this sequencing can lead researchers to form erroneous conclusions regarding the direct and indirect influence, or lack thereof, of specific satisfaction facets on others. Recently, Friend et al. (2013) develops, tests, and finds general support for a theoretical model delineating causal relationships amongst the satisfaction facets (see Fig. 1). While the findings of Friend et al. (2013) offer great promise, their results are drawn from a single sample of B2B salespeople.

To advance understanding of multi-faceted job satisfaction, this research aims to extend the multi-faceted job satisfaction literature in two ways. First, this research examines the validity of the satisfaction sequencing proposed by Friend et al. (2013) with additional B2B data. Babin, Griffin, and Hair (2016) highlight the importance of validation studies given that many replications of studies find only a small percentage of the hypotheses are statistically significant. Thus, validation studies can suppress erroneous findings from influencing the knowledge, beliefs, attitudes and behaviors of researchers and managers (Woodside, 2012). If the satisfaction sequencing is validated, B2B researchers are more apt to expand the knowledge base about which specific facets of satisfaction directly and/or indirectly impact important outcomes for organizations.

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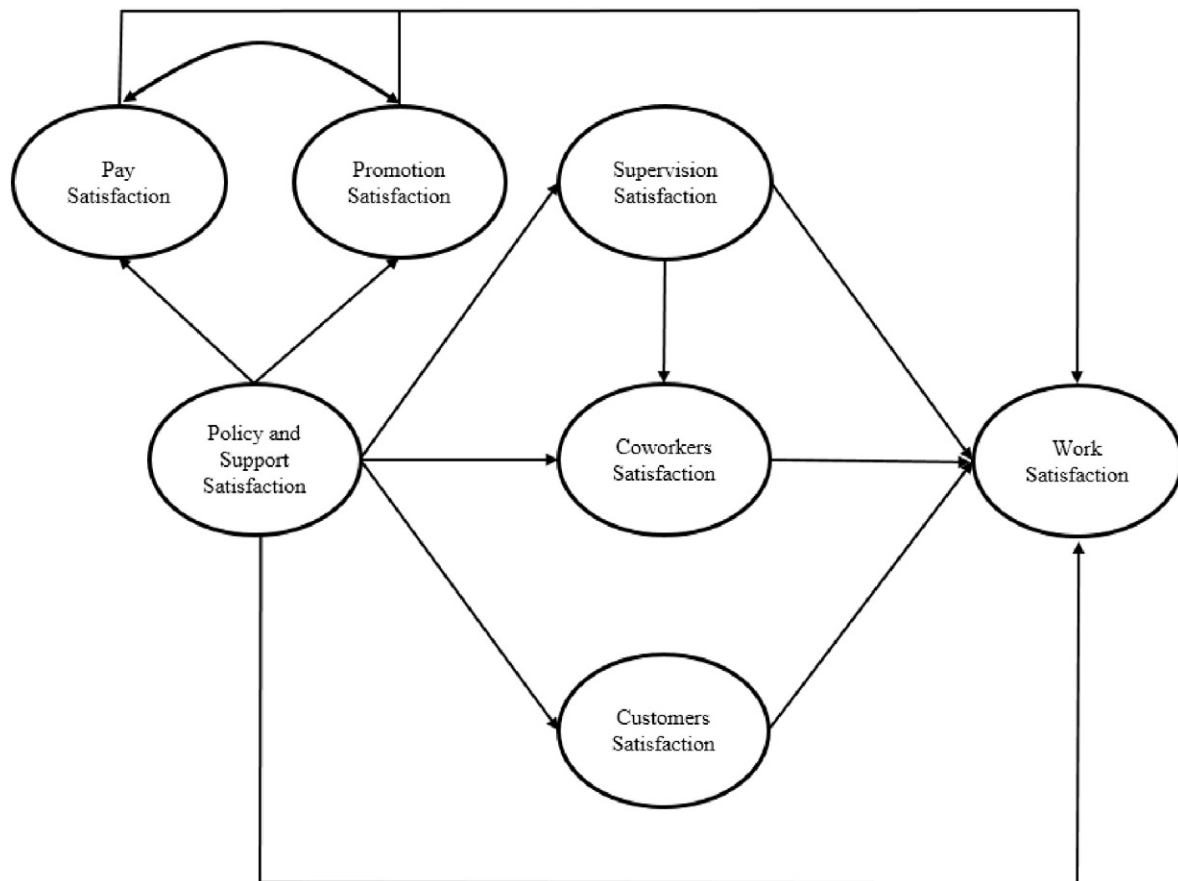[1] The first two authors contributed equally.

Fig. 1. Sequencing of multi-faceted job satisfaction in salespeople.

Second, this research examines the proposed sequencing within a consumer sales context. Given the meaningful differences between B2B and B2C sales (Brown & Lam, 2008; Gruen, 1995), some researchers base their hypothesis development and data collection on either B2B or B2C salespeople. However, other researchers combine B2B and B2C salesperson data, but when doing so, they rarely explore whether the relationships for B2B and B2C salespeople differ. Assessing the equivalency of multi-faceted satisfaction factor structure, factor loadings, and structural relationships across the B2B and B2C salesperson data provides the foundation for consumer sales researchers to extend the B2B literature to examine which specific facets of satisfaction impact important outcomes for retail organizations. Furthermore, researchers examining both B2B and B2C salespeople will be provided with a strong foundation for understanding similarities and differences in satisfaction between the two groups. Augmenting these contributions is a mediation analysis that lends insight into the total, indirect and specific indirect effects of various satisfaction facets on others.

2. Salesperson multi-faceted job satisfaction overview and path modeling

Multi-faceted instruments provide a more thorough understanding of job satisfaction than do global instruments by accounting for satisfaction with policy and support, pay, promotion, supervision, coworkers, customers, and work (Churchill et al., 1974). Despite research examining salesperson multi-faceted job satisfaction, most studies fail to account for inter-relations between the facets. When predicting job satisfaction facets, studies often run multiple (e.g., multiple regression, and ANOVA) versus simultaneous (structural equation modeling) equations, thereby failing to account for causal relationships amongst the facets. This is problematic because not accounting for causal

relationships amongst the facets may lead to incorrect conclusions regarding examined relationships. Friend et al. (2013) develops sequencing for the seven facets of job satisfaction, in part, to reduce this gap within the literature.

Using expectancy theory (Vroom, 1964) as the foundation, Friend et al. (2013) posit that satisfaction with policy and support is the starting point of the model. In turn, this impacts instrumental, social, and egocentric satisfaction, three unique aspects of job satisfaction (Nerkar, McGrath, & MacMillan, 1996). Instrumental satisfaction is closely related to satisfaction with work and reflects a reinforcement of behaviors associated with performance and tasks. Social satisfaction closely reflects satisfaction with supervision, coworkers, and customers and reflects the working relations and interactions within a given social system. Egocentric satisfaction is closely associated with satisfaction with pay and promotion and reflects the extent to which one perceives they will personally benefit and maximize their utility. While Friend et al. (2013) develops and provides general support for their theoretically-driven sequencing, Friend et al. (2013) test the sequencing using a single B2B sample. Given this, research question one queries the validity of this sequencing.

Research Question One: Will a new sample validate the Friend et al. (2013) satisfaction sequencing?

3. Differences between B2B and B2C salespeople and the impacts on multi-faceted job satisfaction

The role of employees and the environment they work in is a key consideration when examining employee job satisfaction (Riggle, Edmondson, & Hansen, 2009). Given this, commonly acknowledged differences between B2B and B2C sales (Brown & Lam, 2008; Gruen, 1995) may lead to differences in the strengths of relationships amongst the

satisfaction facets. Compared to B2C sales, B2B sales has more protracted selling cycles, longer and more rational decision making processes, a greater number of decision makers, and trained buyers. Partially attributable to these reasons, as well as an increasingly complex marketplace, B2B salespeople must often navigate and coordinate internal and external resources (Plouffe, Sridharan, & Barclay, 2010) to identify and implement customized solutions (Dixon & Tanner, 2012) that are often more complex than their B2C counterparts.

Furthermore, within B2B sales, the number of prospective buyers is often less, the buyer-seller relationships are often longer lasting, and the price points are often higher. B2B salespeople usually operate with greater discretion than their B2C counterparts, often possessing the ability to price solutions and negotiate contract terms on behalf of their company. Hence, relationships with buyers, as well as coworkers and supervisors, are arguably more important to satisfaction with work for B2B than B2C salespeople. Also, pay is normally greater for B2B salespeople. Generally, greater pay is conceptualized to increase satisfaction with pay, and satisfaction with pay is linked to greater overall job satisfaction (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010). However, recent research (Kahneman & Deaton, 2010) suggests that relationships between pay and affect may vary, such that this relationship is predominant at low levels of pay. Hence, the strength of the relationship between satisfaction with pay and work may differ for B2B salespeople compared to B2C salespeople.

Research Question Two: How are B2B and B2C salespeople similar and different with regards to multi-faceted job satisfaction sequencing?

4. Methodology

4.1. Data

The population of interest is U.S. based salespeople. To obtain a broad sample of U.S. based salespeople, data was collected using an U.S. based online access panel (Markettools's). A total of 1497 potential respondents started the questionnaire, with 1029 completing it. Respondents self-identifying as working in sales but not within B2B or B2C sales are excluded ($n = 157$). Given that salespeople need time to develop evaluations of the work environment, salespeople with less than one year of tenure at their organization or in sales are excluded ($n = 69$). Respondents not exhibiting variability or adjustment in responses due to reverse-worded items are excluded ($n = 16$). Complete case deletion (Listwise) resulted in the exclusion of 94 additional respondents. Table 1 offers a profile of the B2B and B2C respondents.

4.2. Analytic approach and measures

The study follows established multi-group analysis guidelines (Byrne, 2013; Hair, Black, Babin, & Tatham, 2010). The first analysis examines configural and metric invariance. Similar to Babin and Boles (1998), a structural model using the combined sample is then estimated to evaluate the significance of specific paths. Following Friend et al. (2013), satisfaction with pay and promotion are correlated within the structural model. Then, a multi-group analysis is performed to examine parameter estimate differences between the two groups. Following the multi-group analysis, mediation is examined. To offer greater insight into the process with which various satisfaction facets affect others, mediation is examined using two-thousand bootstrap samples with bias-corrected confidence intervals in AMOS. Similar to Friend et al. (2013), each job satisfaction facet is assessed using four items from the 28-item reduced INDSALES scale (Comer, Machleit, & Lagace, 1989). Within this scale, respondents indicate their level of agreement with each item on a 7-point Likert-type scale ranging from one (strongly disagree) to seven (strongly agree). Following Friend et al. (2013), organizational tenure (in months), sales experience (in months), and age (in years) are each measured as single items and their influence on satisfaction

Table 1
Profile of respondents.

	B2B	B2C
Number of respondents	194	499
Individual aspects		
Average age	50	48
% of female/male	50/50	64/36
Median monthly compensation	$4000	$1500
Years of experience in:		
Current Organization	9	8
Sales	18	14
% of B2B respondents by sector		
Manufacturing	22.1	
Wholesale trade	22.1	
Finance and insurance	16.3	
Information	11.6	
Real estate and rental and leasing	8.4	
Professional, scientific, and technical services	7.9	
All other sectors	11.6	
% of B2C respondents by industry		
Food and beverage stores		14.8
Health and personal care stores		11.2
Clothing and clothing accessories stores		10.6
General merchandise stores		7.6
Miscellaneous store retailers		7.3
Real estate and rental and leasing		7.6
Finance and insurance		6.1
All other sectors		34.8

with work controlled. The control variables are correlated within the structural model.

5. Analysis and results

5.1. Preliminary single-group measurement model results

For both the B2B ($\chi^2 = 867.59$; df $= 392$; CFI $= 0.89$; RMSEA $= 0.08$; SRMR $= 0.09$) and B2C ($\chi^2 = 1466.86$; df $= 392$; CFI $= 0.90$; RMSEA $= 0.07$; SRMR $= 0.09$) groups, the initial measurement model insufficiently fits the data. The factor loadings and modification indices indicate four items are problematic. These items have high standardized loadings with other items and load highly on other satisfaction facets. The re-estimated measurement model for both groups after dropping two satisfaction with pay, one satisfaction with coworkers, and one satisfaction with promotion and advancement items fit both the B2B ($\chi^2 = 529.67$; df $= 282$; CFI $= 0.94$; RMSEA $= 0.07$; SRMR $= 0.05$) and B2C ($\chi^2 = 657.67$; df $= 282$; CFI $= 0.96$; RMSEA $= 0.05$; SRMR $= 0.04$) groups well.

As Table 2 displays, all standardized factor loadings are significant and >0.50 providing evidence of convergent validity. With one exception, composite reliabilities, Cronbach alpha reliabilities, and average variance extracted (AVE) estimates exceed recommended thresholds (Hair et al., 2010), providing further evidence of convergent validity (see Table 3). Within the B2B group, both the composite (0.67) and Cronbach alpha reliability (0.67) of satisfaction with pay fall slightly under the 0.70 threshold. The AVE estimate for each construct is greater than the corresponding squared interconstruct correlation estimates (Fornell & Larcker, 1981), and the AVE estimate for each facet is greater than both maximum shared squared variance and average shared squared variance for each facet, providing evidence of discriminant validity. The greatest variance inflation factor is 2.27.

5.2. Assessment of configural and metric invariance

To assess configural (i.e., factor structure) invariance, an unconstrained multi-group measurement model which allows factor loadings to vary across the B2B and B2C groups is imposed. Fit is satisfactory

Table 2
Standardized factor loadings.

Constructs/items	Full	B2B	B2C
Policy and support			
Management is progressive.	0.74	0.78	0.72
Top management really knows its job.	0.86	0.81	0.87
This company operates efficiently and smoothly.	0.92	0.91	0.93
Sales persons in company receive good support from the home office.	0.84	0.80	0.85
Pay			
My pay is low in comparison with what others get for similar work in other companies.* (RC)			
In my opinion the pay here is lower than in other companies.* (RC)			
I'm paid fairly compared with other employees in this company.	0.84	0.69	0.90
My income is adequate for normal expenses.	0.72	0.72	0.71
Promotion			
The company has an unfair promotion policy.* (RC)			
My opportunities for advancement are limited. (RC)	0.56	0.67	0.52
There are plenty of good jobs here for those who want to get ahead.	0.74	0.83	0.70
I have a good chance for promotion.	0.90	0.92	0.90
Supervision			
My supervisor really tries to get our ideas about things.	0.86	0.88	0.85
My supervisor has always been fair in dealings with me.	0.91	0.93	0.90
My supervisor gives us credit and praise for work well done.	0.92	0.91	0.92
My supervisor lives up to his/her promises.	0.92	0.92	0.93
Coworkers			
My fellow workers are selfish.* (RC)			
My fellow workers are pleasant.	0.91	0.85	0.93
The people I work with are very friendly.	0.93	0.88	0.95
The people I work with help each other out when someone falls behind or gets in a tight spot.	0.76	0.77	0.76
Customers			
My customers live up to their promises.	0.79	0.77	0.80
My customers are trustworthy.	0.87	0.87	0.88
My customers are loyal.	0.81	0.84	0.81
My customers are understanding.	0.88	0.87	0.88
Work			
My work gives a sense of accomplishment.	0.89	0.89	0.90
My job is exciting.	0.90	0.88	0.90
My work is satisfying.	0.96	0.95	0.96
I'm really doing something worthwhile in my job.	0.87	0.88	0.87

Note: *Item dropped during the purification process; (RC) denotes a reverse-worded item.

($\chi^2 = 1187.97$; df = 564; CFI = 0.96; RMSEA = 0.04; SRMR = 0.04), implying that the model fits both groups well and configural invariance is met.

To assess metric invariance, a measurement model that constrains the measurement weights (i.e., factor loadings) for each measured variable to be equal for the groups is estimated; the results of which are compared to those of the unconstrained multi-group measurement model. Fit indices for the constrained measurement weights model are satisfactory ($\chi^2 = 1207.48$; df = 581; CFI = 0.96; RMSEA = 0.04; SRMR = 0.04); moreover this model does not result in worse fit ($\Delta\chi^2 = 19.51$, Δdf = 17, $p = 0.30$) than the unconstrained model supporting metric invariance.

5.3. Structural model and multi-group analysis results

A structural model using the combined sample provides good fit ($\chi^2 = 890.20$; df = 308; CFI = 0.96; RMSEA = 0.05; SRMR = 0.06). The parameter estimates provide a large degree of support for the developmental sequencing. Overall, all twelve paths are significant and in the expected direction. Of the control variables, only age (b = 0.01 $p < 0.001$) is positively associated with satisfaction with work.

Next, a multi-group analysis is performed to examine parameter estimate differences between the B2B and B2C groups. Specifically, a model enabling the parameters to be estimated freely for each group is estimated. Results indicate the structural model fits well ($\chi^2 = 1341.16$; df = 616; CFI = 0.95; RMSEA = 0.04; SRMR = 0.07). Overall, a large degree of support is provided for the development process sequencing across groups (see Table 4). For the B2B group, ten of the twelve paths are significant in the expected direction. The paths between satisfaction with pay and work ($p > 0.05$), and satisfaction with coworkers and work ($p > 0.05$) are not significant. The control variable sales experience (b = 0.00 $p < 0.05$) is positively associated with satisfaction with work. For the B2C group, all sequenced paths are significant in the expected direction. The control variable age (b = 0.01 $p < 0.01$) is positively associated with satisfaction with work.

To further explore differences in the parameter estimates between the groups, the fit for a structural model with each path stemming from a satisfaction facet constrained to be equal is compared to that of the structural model that enables the parameters to be estimated freely for each group. Fit of the structural model with each path constrained to be equal is ample ($\chi^2 = 1367.40$; df = 628; RMSEA = 0.04; SRMR = 0.08), but inferior to that of the unconstrained structural model ($\Delta\chi^2 = 26.24$, p < 0.01) providing evidence of moderation by group.

To identify paths varying across the two groups, a series of structural models with one path constrained to be equal across groups are estimated. The fit for each of these structural models is compared to that of the structural model that enabled the parameters to be estimated freely. Results of the chi-squared difference test indicate that two of the development process sequencing paths significantly differ across groups. The parameter estimate for the path between satisfaction with customer and work is stronger ($\Delta\chi^2 = 12.86$, $p < 0.01$) for the B2B (b = 0.47 $p < 0.001$) than B2C (b = 0.13, $p < 0.01$) group. Moreover, the parameter estimate for the path between satisfaction with pay and work is stronger ($\Delta\chi^2 = 8.34$, $p < 0.05$) for the B2C (b = 0.15, $p < 0.01$) than B2B (b = −0.11, p = n.s.) group.

5.4. Mediation analysis

Mediation is examined using the unconstrained structural model. Table 5 displays the results. The pattern of a significant direct and indirect effect implies that satisfaction with supervision partially mediates the influence of satisfaction with policy and support on satisfaction with coworkers for the full sample, B2B group, and B2C group. Likewise, satisfaction with coworkers partially mediates the influence of satisfaction with supervision on satisfaction with work for the full sample and B2C group, but not the B2B group. The influence of satisfaction with policy and support on satisfaction with work is partially mediated for the full sample and both the B2B and B2C groups. Given the nature of the satisfaction facet sequencing, satisfaction with policy and support may indirectly influence satisfaction with work through six indirect paths. Table 6 displays the specific indirect effect of satisfaction with policy and support on satisfaction with work for each of these paths.

6. Discussion and implications

This study validates the satisfaction sequencing proposed by Friend et al. (2013). Within the combined sample, each of the paths are significant. Moreover, ten of the twelve paths are significant in the B2B group, and all paths are significant in the B2C group. Friend et al. (2013) provide support for nine paths (see Table 4). The squared multiple correlations indicate that the sequencing explains 52.4%, 65.9%, and 50.4% of the variance in satisfaction with work within the combined sample, B2B group, and B2C group, respectively. Validating the sequencing of the facets and exploring their unique influence on other satisfaction facets offers implications to researchers and sales organizations. For researchers, this study provides strong support for the importance of examining job satisfaction using a multi-faceted measure. For sales organizations, validation of the sequencing provides a road map for

Table 3
Construct means, S.D.s and bivariate correlations.

	1	2	3	4	5	6	7	8	9	10
Policy and support satisfaction (1)	1	0.28**	0.42**	0.62**	0.47**	0.38**	0.59**	−0.06	−0.04	0.02
Pay satisfaction (2)	0.38**	1	0.37**	0.38**	0.33**	0.25**	0.29**	0.04	0.07	0.01
Promotion satisfaction (3)	0.41**	0.37**	1	0.42**	0.40**	0.21**	0.53**	−0.04	0.13	0.09
Supervision satisfaction (4)	0.61**	0.39**	0.42**	1	0.58**	0.28**	0.55**	−0.03	0.01	0.06
Coworkers satisfaction (5)	0.44**	0.30**	0.25**	0.57**	1	0.39**	0.49**	−0.05	0.01	0.08
Customers satisfaction (6)	0.34**	0.31**	0.25**	0.32**	0.33**	1	0.52**	−0.06	−0.06	−0.08
Work satisfaction (7)	0.58**	0.47**	0.47**	0.55**	0.46**	0.37**	1	0.07	0.20**	0.17**
Organizational tenure (8)	0.03	0.09*	0.05	0.04	0.10*	0.08	0.13**	1	0.40**	0.33**
Sales experience (9)	0.04	0.08	0.01	0.04	0.08	0.07	0.15**	0.51**	1	0.62**
Age (10)	0.01	0.11*	−0.00	0.06	0.12**	0.06	0.18**	0.25**	0.44**	1
Notes: Numbers above the diagonal denote correlations in the B2B sample; numbers below the diagonal denote correlations in the B2C sample.										
B2B means	4.65	4.59	3.80	5.14[a]	5.42	4.95	5.08	111.72	213.20	49.91
B2B standard deviations	1.36	1.46	1.77	1.49	1.05	1.19	1.44	111.01	145.26	12.04
B2B composite reliability	0.90	0.67	0.85	0.95	0.87	0.90	0.94	NA	NA	NA
B2B Cronbach alpha reliability	0.89	0.67	0.83	0.95	0.86	0.90	0.90	NA	NA	NA
B2B average variance extracted	68.2%	50.1%	65.5%	82.6%	69.3%	70.3%	80.9%	NA	NA	NA
B2C means	4.54	4.37	3.79	4.81[a]	5.45	4.88	5.00	97.63	172.73	48.04
B2C standard deviations	1.44	1.62	1.64	1.63	1.20	1.24	1.53	91.27	131.39	13.18
B2C composite reliability	0.91	0.79	0.76	0.94	0.91	0.91	0.95	NA	NA	NA
B2C cronbach alpha reliability	0.91	0.78	0.74	0.94	0.90	0.91	0.95	NA	NA	NA
B2C average variance extracted	71.8%	66.0%	52.5%	80.9%	78.1%	71.1%	82.2%	NA	NA	NA

  * $p < 0.05$.
  ** $p < 0.01$.
  [a] Means differ between B2B and B2C salespersons at $p < 0.05$.

how individual facets influence each other. Hence, organizations can work to increase salesperson satisfaction with specific facets of the job.

The path coefficients and indirect effects highlight the importance of satisfaction with policy and support. Satisfaction with policy and support has the greatest total effect on every satisfaction facet with one exception; for B2C salespeople, satisfaction with supervisor has a greater effect on satisfaction with coworkers. Given this, several suggestions are offered to salesperson employers with regard to increasing salesperson satisfaction with policy and support. First, changes in modern markets are requiring both B2B and B2C salespeople to increasingly coordinate and access organizational resources. In response, B2B and B2C salesperson employers may need to provide salespeople with greater freedom, independence, discretion, authority, and access to organizational resources (Hartmann & Rutherford, 2015). Second, B2B and B2C employers should consider increasing salesperson involvement in setting policies and support offerings. For example, employers could elicit salesperson input regarding recurring training topics and the provider of such training. Furthermore, employers could elicit input regarding support staff or resources needed in order to aid salespeople in carrying out their work responsibilities. Third, employers should consider periodically re-educating their salespeople with regard to policies

and support available, perhaps as part of recurring training. Fourth, employers are encouraged to strive to better understand salesperson expectations of policies and support. By better understanding these expectations, employers can make informed efforts to meet these expectations.

As alluded to above, the results also highlight differences regarding the influence of various satisfaction facets on other facets across the B2B and B2C groups. For employer's, it is important to note that the sequencing predicts satisfaction with work better within the B2B context (SMC = 65.9%) than the B2C context (SMC = 50.4%) despite having fewer hypotheses supported. Given this, B2B firms are actually provided with a clearer road map for increasing satisfaction with work. The comparison of parameter estimates indicates that satisfaction with customers has a greater influence on satisfaction with work for B2B than B2C salespeople. B2B salespeople generally work more closely and in longer relationships with a smaller set of customers than do B2C salespeople. Therefore, training and other investments oriented towards improving salesperson-customer relationships and thus salesperson satisfaction with customers may produce a greater return-on-investment for B2B than B2C salespeople, at least with regard to satisfaction with work.

Table 4
Unstandardized path coefficients.

Hypothesized path	Unstandardized path coefficients			Friend et al. (2013) results
	Full	B2B	B2C	
Policy and support satisfaction → pay satisfaction	0.61***	0.46***	0.66***	Supported
Policy and support satisfaction → promotion satisfaction	0.54***	0.63***	0.49***	Supported
Policy and support satisfaction → supervision satisfaction	0.90***	0.88***	0.90***	Supported
Policy and support satisfaction → coworkers satisfaction	0.14***	0.20**	0.12**	Supported
Policy and support satisfaction → customers satisfaction	0.40***	0.41***	0.39***	Supported
Policy and support satisfaction → work satisfaction	0.36***	0.34***	0.35***	Supported
Pay satisfaction → work satisfaction	0.10**	−0.11	0.15***	Not supported
Promotion satisfaction → work satisfaction	0.23***	0.25***	0.22***	Not supported
Supervision satisfaction → coworkers satisfaction	0.34***	0.27***	0.37***	Supported
Supervision satisfaction → work satisfaction	0.13***	0.17**	0.13***	Not supported
Coworkers satisfaction → work satisfaction	0.14***	0.08*	0.12***	Supported
Customers satisfaction → work satisfaction	0.21***	0.47***	0.13***	Supported

  * $p < 0.10$.
  ** $p < 0.05$.
  *** $p < 0.01$.

Table 5
Direct, total indirect, and total unstandardized effects for predictors with mediated effects.

| | Outcome: satisfaction with | | | | | |
| | Coworkers | | | Work | | |
Predictor: satisfaction with	Full	B2B	B2C	Full	B2B	B2C
Policy and support						
Direct effect	0.14***	0.20**	0.12*	0.36***	0.34***	0.35***
Total indirect effect	0.31***	0.24***	0.33***	0.44***	0.49***	0.44***
Total effect	0.45***	0.44***	0.45***	0.80***	0.83***	0.79***
Supervision						
Direct effect				0.13***	0.17**	0.13**
Total indirect effect				0.04*	0.02	0.05*
Total effect				0.17***	0.19***	0.18***

  * $p < 0.10$.
 ** $p < 0.05$.
*** $p < 0.01$.

The comparison of parameter estimates suggests that satisfaction with pay has a greater influence on satisfaction with work for B2C than B2B salespeople. Specifically, the parameter estimates indicate that satisfaction with pay is positively associated with satisfaction with work for B2C salespeople, but not B2B salespeople. Research (Kahneman & Deaton, 2010) suggests pay level is positively associated with positive affect and reduced stress, but only until a certain point at which greater pay level no longer influences these outcomes. Hence, for B2C salespeople, who are generally paid less than their B2B counterparts, increases in pay may be more important for increasing outcomes such as satisfaction with work. Post-hoc analysis results reveal no significant differences between B2B and B2C groups with regard to the control variable parameter estimates on satisfaction with work.

The present study raises caution regarding the research practice of combining B2B and B2C salesperson respondents. This research provides evidence that relationships and their respective strength are not always equivalent across B2B and B2C salespeople. Hence, combining B2B and B2C sales respondents in a single sample may lead to erroneous conclusions. To mitigate this possibility, researchers considering combining B2B and B2C sales respondents into a single sample should consider whether the factor structure, factor loadings, and causal relationships are similar across groups.

This study also contributes to the timely and growing discussion regarding the importance of validation studies. As Babin et al. (2016) highlight, many validation studies fail to reproduce many of the proposed relationships. Woodside (2012) argues that validation studies are important because they can suppress erroneous findings from influencing the knowledge, beliefs, attitudes and behaviors of researchers and managers (Woodside, 2012). Erroneous findings that marketing academia inadvertently encourage by attributing inordinate prestige with publishing in certain journals (Babin et al., 2016). For example, it is common practice for reviewers and editors at top marketing journals to assess a paper's contribution by evaluating the degree to which an elaborately constructed narrative explains a set of supported counter-intuitive and previously unexplored relationships. However, it is consistencies in the pattern of effects across many studies that build,

and give confidence to, scientific knowledge. Thus, for the discipline to advance, more top marketing journals need to emphasize the importance of consistencies with prior studies in evaluating contribution.7.

7. Limitations and future research

Limitations of this research warrant future consideration. First, this study uses cross-sectional self-report data which is susceptible to common method bias (CMB). However, Fuller et al. (2016) report that high levels of common method variance are needed to bias actual relationships and caution against assuming CMB biases in single source data. Harman's single factor test results suggest CMB does not compromise the integrity of the findings. Regardless, future research should re-examine the proposed queries using longitudinal designs that allow greater inferences regarding causality. Second, data were collected using an online access panel operated by a professional market research organization given advantages in timeliness, cost-efficiencies, and access to prescreened specialized respondents from selected populations. Research shows data collected online is as reliable as data collected through traditional techniques (Buhrmester, Kwang, & Gosling, 2011), although there are disadvantages to online access panel data (i.e., selection bias, conditioning bias, response bias), (Lohse, Bellman, & Johnson, 2000). In expanding examinations of job satisfaction sequencing to encompass antecedents and outcomes, researchers are encouraged to use single-firm data for more granular comparisons. Further, the B2B and B2C salesperson respondents were U.S. based. To increase the generalizability of the study, future research should re-examine the relationships using a sample of global salespeople.

Using the satisfaction sequencing, future research should also explore differences with regards to the antecedents and outcomes of multi-faceted job satisfaction between B2B and B2C salespeople. Increasing understanding of these differences should aid organizations focused on either B2B or B2C sales or using dual channel sales strategies (e.g. Dell, Nike, and Apple). Moreover, future research should compare and contrast the satisfaction factor structure, factor loadings, and strength of relationships for the sequencing across various industries and seller categorizations.

8. Conclusions

This study offers support for the B2B salesperson satisfaction sequencing proposed by Friend et al. (2013), and provides evidence that the sequencing generalizes to B2C salespeople. Furthermore, the findings highlight that the relationship between satisfaction with customer and satisfaction with work is more positive in B2B salespeople, and that the relationship between satisfaction with pay and satisfaction with work is more positive in B2C salespeople. The magnitude of effects underscores the important influence of satisfaction with policy and supports on every satisfaction facet. Finally, the mediation results elucidate the process through which specific satisfaction facets influence others.

Table 6
Specific unstandardized indirect effects of satisfaction with policy and support on satisfaction with work.

Specific indirect effects	Full	B2B	B2C
Policy and support satisfaction → pay satisfaction → work satisfaction	0.06**	−0.05	0.10**
Policy and support satisfaction → promotion satisfaction → work satisfaction	0.12***	0.16***	0.11***
Policy and support satisfaction → supervision satisfaction → work satisfaction	0.11**	0.15**	0.12**
Policy and support satisfaction → supervision satisfaction → coworkers satisfaction → work satisfaction	0.04**	0.02	0.04*
Policy and support satisfaction → coworkers satisfaction → work satisfaction	0.02**	0.02	0.01*
Policy and support satisfaction → customers satisfaction → work satisfaction	0.08***	0.19***	0.05**

  * $p < 0.10$.
 ** $p < 0.05$.
*** $p < 0.01$.

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